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Mr. Kermit Gordon  
Director, Bureau of the Budget  
Washington 25, D. C.

Dear Mr. Gordon:

This is in response to your letter of April 20, 1963 requesting the submission of Agency program and financial plans for the Fiscal Years 1964 through 1968 and the identification of specific program actions that would be required to come to a lower and more restrictive budget.

There is attached a schedule identifying by broad program categories the Agency's financial estimates through FY 1968, and a second schedule setting forth personnel requirements over this same period.

The Agency's programs, goals and objectives as reflected in the financial estimate are predicated on the assumption in your letter that "international tensions and our international objectives will not change substantially". We can see no diminution in the Agency's present responsibilities and no abatement in the onslaught of additional, unprogrammed tasks with which this Agency as you know has been faced in each preceding year.

These projected estimates result from a careful review of the major program requirements of the Agency against the Agency's assigned missions. They will be used as the basis for developing the detailed estimates for the Agency's Fiscal Year 1965 Budget to your Bureau. These figures represent a broad identification of program needs which over the course of the summer will receive further detailed review and analysis by Agency components and by myself.

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strain on our support services. All are contributors to a higher budget level.

With regard to your second request - the identification of specific program actions we would take in order to come to a lower and more restrictive budget - I feel that the highly complicated implications to this Agency's taking unilateral action to curtail or reduce specific programs do not lend themselves to memorandum response. Accordingly, I have instructed the Agency Comptroller to meet with your representatives and review the program alternatives.

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Notwithstanding manpower utilization and actions contemplated to improve Agency productivity and realignment of priorities of going Agency programs, the suggested restricted level would clearly result in the necessity to seek authority and means

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Also the resultant deferral of research and development, automation applications, equipment replacement and facilities construction would materially impair the efficiency and effectiveness of the Agency in forward periods. Further, programs requiring build up in FY 1964 in personnel would need to be cut back and deferred.

After your review of our submissions, the Director and I will be pleased to discuss them with you and respond to any questions you or your representatives may have.

Faithfully yours,

MARSHALL S. CARTER  
Lieutenant General, USA  
Deputy Director

BD/COMP/JMC/ljc (27 May 1963)

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